

Performance Report Quarter 2 – July 2022 to September 2022

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance & Insight Officer

Contact Details: 01823 625705

|  |   |
|--|---|
| <b>Forward Plan Reference:</b>                                 | <i>SWB/22/05/04</i>   |
| <b>Summary:</b>  | This report summarises the key performance indicators for the period from July 2022 to September 2022 and compares these to the same period last year.  |
| <b>Recommendations:</b>  | <p><b>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</b></p> <p><b>That the Somerset Waste Board:</b></p> <ul style="list-style-type: none"> <li><b>I. Notes the performance results in the Second Quarter 2022-23 Performance Report.</b></li> <li><b>II. The Board also note the additional report – Key Performance Indicators Review (Appendix 2).</b></li> </ul> |
| <b>Reasons for recommendations:</b>                            | Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance.  |
| <b>Links to Priorities and Impact on Annual Business Plan:</b> | Transparency – Publishing Key Performance Indicators.   |
| <b>Financial, Legal and HR Implications:</b>                   | No direct financial, legal or HR implications.  |
| <b>Equalities Implications:</b>                                | No equalities implications.   |
| <b>Risk Assessment:</b>  | Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions.  |

## 1. Background

- As part of the Somerset Waste Partnership's drive for continuous improvement, this
- 1.1. report ensures that each quarter, Board Members receive an update on progress in delivering the Business Plan and on all key aspects of what SWP does and hence how well it is delivering its vision and outcomes. Subject to the views of the board, we will continue to improve how we report performance to the board and take feedback from the discussion at the Board to incrementally improve the transparency of this reporting.

## 2. Summary

- 2.1. Key headlines are:

- **Business Plan:** The roll-out of the school's phase of Recycle More is scheduled to begin at the end of Q2, with the delivery of additional and replacement containers and with the new collection service due to commence in the first weeks of Q3.
- **Waste Minimisation:** Overall household arisings (incl. kerbside and recycling centres) across the first two quarters reduced by just over 12,354 tonnes, or - 8.63% compared to 2021-22. This equates to a reduction of 52.12kg/hh for household arisings (of which 25.29kg/hh is recycling and 26.83kg/hh residual). Dry recycling decreased by 851 tonnes at the kerbside, and by 2,369 tonnes at recycling sites. Kerbside collected residual waste reduced by over 6,297 tonnes, with residual waste at recycling sites reducing by just under 191 tonnes.
- **Recycling:** Our overall recycling rate continues to improve compared to last year (up 0.93% to 58.29% from 57.36%). Although not as big a jump as we saw in Q1, we continue to see the benefits of Recycle More, with the overall Kerbside rate increasing by 3.36%. Unfortunately, this was offset by a reduction in the rate at the Recycling Sites, with an overall loss of 4.13%, mainly from a drop in garden waste of over 3,188 tonnes and wood sent for recycling of over 1,362 tonnes.
- **End use:** For Q2 2022-23, almost 96.8% of materials stayed in the UK, with the amount that was reprocessed in Somerset increasing to 56.0%. Currently, this amounts to just over 1,219 tonnes of recyclate that was reprocessed outside of the UK, with this material being mixed paper and cardboard sent to Germany, India, Malaysia, Thailand, Turkey and Vietnam from Recycling Sites and Schools, with a small quantity of kerbside collected paper going to France.
- **Missed collections:** We saw an improving picture with missed collections in Q2, compared to Q1 (1.135 per 1,000 collections against 1.299 in Q1). There were decreases in missed collections for both recycling and residual collections, but with an increase for garden waste collections, as service demand increased. However, the numbers across all service areas peaked in August, with numbers continuing to drop through September, returning to more acceptable levels of service. These higher figures in August also coincided with peak demand for time off, so are more likely to be a result of issues affecting the management of

staff at our contractor, SUEZ.

The levels of missed collections continue to be one of our primary areas of focus with SUEZ, particularly those affecting assisted collections.

Time and resources continue to be devoted to ensuring significant service failures are less likely to happen in future, as SUEZ shows improvement in the short term and missed collections reduce even further.

A more detailed look into missed collections and associated issues can be found in Appendix 2 to this report.

- **Risk:** In addition to our corporate risk register we maintain a detailed risk register for Covid-19, with the separate Recycle More risk register, now closed, and any remaining open risks incorporated into the main register. Risks have also been updated to reflect those largely relating to the impacts of the national driver shortage and other staff resourcing issues.

## 2.2 Corporate changes to our contractors

**Viridor/Biffa:** As updated to the Board in September, the services currently provided through the Core Services Contract (Recycling Sites, Compost Sites, Walpole Anaerobic Digester & closed landfill management) is expected to transfer to Biffa shortly. Following the VEAT notice published during the summer, there have been no substantive third party challenges & subsequent novation of the Core Services Contract to Biffa is expected to conclude by the end of 2023. Some service levels provided under the Core Services Contract remain noticeably below expected standards and work continues to bring these standards of operational and data provision back to that expected. Once the contract novation completes, we will have greater control over future operational standards and expect the service to revert quickly to previous levels. This will also present the opportunity to formally discuss service enhancements & developments with Biffa. On 27 September, Biffa announced that its Board was recommending acceptance of a bid, valued at £1.3b from Energy Capital Partners, to purchase the company, a final decision is expected within the final quarter of 2022 or first quarter of 2023.

**Suez/Veolia:** SUEZ Recycling & Recovery UK Limited will soon once again formally re-join the SUEZ Group after an offer of £2bn was matched to buy the business in the UK, with the sale due to be finalised hopefully by the end of this year.

The SUEZ Group have demonstrated their appetite for growth clearly seen from the Group's strategy in which it highlights that both waste and water services are essential for its long-term success. The continued focus on waste in the business from the point of view of our relationship with SUEZ is particularly reassuring going forward.

CEO John Scanlon has expressed 'From my personal point of view, this is a fantastic result for us as it means that we remain an independent company in the UK with the ability to continue to drive forward our vision and strategy in the UK underpinned by our people, planet and profit focus.'

### **2.3 Reuse**

Encouraging reuse is a key strand of the SWP Business Plan for 2022-27. The Fixy project and Community Action Groups are the key areas of work that have come from the research commissioned from Resource Futures.

From this research, Resource Futures proposed three models at varying cost levels:

- 1.** Providing a container at recycling sites to segregate reusable items, with an arrangement for a third-party reuse group to collect suitable items.
- 2.** Developing a Community Action Group network which supports community projects to reduce, reuse, recycle, share, swap, mend and compost.
- 3.** Developing a mobile Repair Bus which provides a visual focal point to promote reuse whilst increasing access to repair in remote or disadvantaged communities.

We are effectively exploring how we can progress all three models, with sequencing determined to some extent by external funding availability.

#### **Fixy (Reuse Bus)**

Delivered in partnership with Resource Futures, Fixy is supporting and promoting the repair and reuse of electricals and electronics throughout the county. It has been taken forward with grant-funding from Ecosurety, the availability of which made this the priority reuse action.

The Fixy van provides practical support for Somerset's network of repair groups and at the start of November had visited all but one at least once. Fixy is also promoting repair and reuse at other events, from Eat festivals to cost of living drop-ins.

A popular strand of its work has been Fixy 'tech amnesties' – collecting unwanted tech items for refurbishment, data-cleansing and redistribution to good causes by project partner DonateIT. Anything that cannot be fixed is recycled.

Recent weeks have seen focus on targeting businesses to collect tech and talk to staff, and linking in with the Schools Against Waste programme to engage with primary schools.

By the end of October Fixy had achieved the following:

- 38 events attended.
- Nearly 1,500 people engaged (spoken to/sign-posted).
- 332 items (1,000+kgs) of tech donated (mostly laptop/desk top computers).

- 30 volunteer leads generated.

Funding for Fixy formally runs out at the end of December. However, we have reached agreement to 'stretch' remaining funding to keep the service going until the end of February, 2023.

We are considering all options for how the service may be able to continue beyond this and potentially be broadened beyond electricals and electronics.

This includes seeking further external funding and looking at how it could potentially be absorbed into the developing project to support Community Action Groups in the county.

### **Community Action Group (CAG) network**

The aim is to develop a community group network with a designated coordinator(s) to help groups work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets in the region.

Resource Futures have successfully set up and managed CAGs in Oxfordshire and Devon. Developing a Community Action Group network will support community projects to reduce, reuse, recycle, share, swap, mend and compost.

Key benefits include:

- An opportunity to build internal group capacity and improved resilience.
- Enables skills sharing and skills training across the network.
- Helps to build awareness and connections across the network.
- Could act as a route to facilitate skills and asset share regionally.
- The coordinator would provide a focal resource for all groups to utilise and could take responsibility for reuse coordination across the region.
- Creates online presence for the benefit of all groups to advertise events etc.
- Provides insurance cover for all member groups freeing up time and money.
- Reduces waste tonnages for disposal over time with increased activities.
- Provide point of collection for group stats to show wider impact, and provides social value in volunteering opportunities, upskilling, knowledge share.

Key challenges include:

- A full-time reuse coordinator will be required (this role, however, could be key to maximising reuse through all options as existing SWP capacity is limited).
- Groups need to be consulted at an early stage to ensure they are on board and supportive.
- Will need ongoing support – this could be through SWP or contracted out

It is envisaged that costs for the CAG network would be covered from the SWEEP fund and, if needed, external funding sources.

Following approval from the board, Resource Future is adding details to outline

plans for how the CAG network could work in Somerset, and associated costs.

The research phase is underway. This includes an online survey to community groups across the county, establishing the gaps that the CAG could fill and the potential benefits for the groups.

This is supplemented by in-depth discussions with a smaller number of groups and organisations operating in this sector, including SPARK and Carymoor.

A costed business case is due to be considered by the Joint Management Board (JMB) before the end of November. This will consider whether it can be financed from the SWEEP fund.

Given that FIXY funding will cease at the end of February 2023, Resource Futures have also been asked to consider how the service – or a version of it – could work as part of the CAG.

A verbal update following the JMB meeting will be provided to the board.

### **Reuse at Recycling Sites**

Although we have continued the operation of the Taunton Reuse Shop & Bric-a-Brac merchants at a number of our other sites during 2022, diverting circa 190 tonnes to reuse, this is the least progressed of the models, in part due to the transfer of recycling site operation to Biffa.

A review of how the recycling site network could play a further role in reuse and diverting reusable items from the waste stream will be part of discussions with Biffa once all contractual formalities are complete.

## **3. Consultations**

- 3.1.** Consultation on findings in this report have been undertaken with SWP's Senior Management Group (officer representatives from partner authorities) and with SWP's Senior Management Team.

## **4. Implications**

### **4.1** Key implications of the performance data are:

- Ongoing work with SUEZ to continue to improve service quality, with a particular focus on how they reduce repeat missed collections and improve their complaint handling, along with staff resourcing issues affecting service provision.
- Continuing to influence national policy on resources and waste, maintaining Somerset Waste Partnership's influence at this level, and implementing the actions we have agreed through the joint County-wide Climate Emergency Strategy/Plan (where funding permits us to do so).
- Robustly managing our new relationships with Viridor and Biffa to ensure that there is no degradation in service or other adverse impact on SWP.
- Continue to understand progress with the potential SUEZ and Biffa corporate changes, and any implications for Somerset.
- Continue to closely monitor budgets and spend, seek opportunities for external funding (especially for our climate emergency projects).

## **5. Background papers**

**5.1.** Performance Monitoring Report Q2 2022-23 (Appendix 1).

**5.2.** Missed Collections Report (Appendix 2).